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Special Libraries

ADELAIDE R. HASSE, Editor
Council of National Defense
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The Silent Partner

How the Cleveland Public Library Helps the Cleveland Business Man.

By JULIA S. HARRON.

Cleveland is one of the great American cities, and it has one of the great American public libraries. The story as told by Miss Harron is only a partial story of the constructive work being done by this institution. Every one who knows Cleveland knows the place its Public Library holds in the estimation of Clevelanders.



On a recent winter morning, one riding in the cars of the Cleveland Street Railway might read on the front page of his own or his neighbor's Plain Dealer these head lines: "BABY OR WAGE SICK? ASK OL' DOC. LIBRARY: Infant Who Ate Shoe Polish and Worker Ignorant of Lathes Now Feeling Fine."

In spite of their flippancy and distorted English these head lines indicate that the newspapers of Cleveland are wide awake and are keeping their public wide awake to the service the library renders to the business and industrial interests of the community. Scarcely a week passes that the wielders of the library scissors cannot clip from one to four or five items about this phase of library work, often in the form of specific incidents like the one quoted.

The newspapers naturally select for publication the stories which have news value or a humorous slant rather than the ones which best exhibit the library as a silent partner of Cleveland's business enterprises and a valued aid to the engineer and contractor, industrial manager and industrial worker, salesman and advertiser.

One of the editorial leaders in a recent number of Cleveland Topics sounds the keynote of the Library's service to the business man, however, when it speaks of the "systematic, broad-minded and expert extension work which furnishes the multitude with keys to what books hold for them." "This," says the editor, "is not the showy side of library work but it is the practical side."

Cleveland is a city of diversified manufactures of which iron and steel with their dependent industries are the most important, in regard to number of persons employed and the value of the product. Almost equally important is the manufacture of electrical machinery and supplies, automobiles and automobile parts, ready made clothing, paints, oils and chemicals and the printing, publishing and allied trades. Cleveland is also a great banking center.

A few of these firms and institutions have their special libraries, with a trained librarian, notably the Federal Reserve Bank; Wm Taylor & Son Company, one of the large department stores of Cleveland, The White Motor Company; The Hydraulic Pressed Steel Company; and Joseph & Feiss and the Printz Biedermann Company, manufacturers of ready made clothing. It is the exceptional firm, however, which is sufficiently large and highly organized to afford the spare outlay for all the printed material which might be useful to it and for the service to administer it. Quite a number of firms have a small office collection but are lacking the expert service to make the book information quickly available on demand. To such firms, and even more to the small firm or business without a book collection, the Cleveland Public Library recognizes its responsibility in both material and service.

The Cleveland Library has no business branch but its Temporary Main Library is located in the retail center and its new Central Building will be located near the Public Square in the business heart of the city. Thus, all the resources of the great Main Library collection are at hand to be brought into service by the staff of experts which its divisional organization necessitates.

A word of explanation as to the exact na-

ture of this divisional Main Library organization might not be amiss here. Instead of being separated into two great separately functioning departments, circulating and reference, the cleavage is by subject: The library is organized into divisions, each devoted to a broad subject such as Sociology, Religion and Philosophy, Science and Technology, History, Travel and Biography, Literature and Fine Arts. Each subject division is thus a special library doing its own circulating and special reference work and there is a General Reference Division which contains all cyclopedic and other material too general in nature to belong in any of the subject divisions, and which acts as a clearing house for the other divisions and does a large proportion of the ready reference work. If, perhaps, the Cleveland Public Library loses something in concentration and rapidity of service through this distribution of reference material to the divisions, this is more than made up for by the expert quality of the service rendered by the specialists in the divisions, who know all the resources of their special libraries and can render more intensive service than is usual in a Public Library where calls are so numerous and vary so widely.

The divisions which do the most work for the business and industrial element of Cleveland are, naturally, the General Reference Division and the Technology Division.

General Reference, with its year books, maps, atlases, foreign and American, city and trade directories, its code books, government reports and indexes, and its pamphlet file, clippings and other material for up-to-the-minute ready reference work attends to a large share of the mail and telephone requests.

Technology with its engineering pocket and reference books, books on business administration and advertising books on trades, shop work and chemical processes, its government reports, publications of technical societies, professional publications, its journals of foreign and domestic trades and special trades and industries and its publications of the United States, British and Canadian patent offices, makes a specialty of reading matter on the latest developments along trade, technical and business lines, and gives special service, often amounting to research work, in the field of technology and industry. The following incidents are typical of the questions which come to the division and the character of the service it performs.

The salesman of lubricating oils had been talking at great length on the relative merits of oils with asphalt bases and those with paraffine bases. The purchasing agent listened attentively but did not commit himself. When the salesman had gone, he called up the plant chemist to get some dis-

interested, expert information. The subject was out of the chemist's regular line. He came over to the library to see what he could find out; he did find out exactly what he wanted to know. Result: the purchasing agent knew just exactly what answer to give the salesman when he came back.

A firm manufacturing steel products contemplated going into the making of cable chains for ships. Before committing itself, a representative called up the library to know if it could make a list of information on cable chains. The library could and did.

A business firm was invited to invest in the development of a new process for the manufacture of gasoline. A member of the firm asked the Technology Division to find out if the process were actually possible. A study of library material on the technology of gasoline proved that it was not and that the invention was probably a wild cat scheme. Result: The firm saved its money and its prestige.

Among the other Divisions, the Sociology Division has its large share of patronage. Here come the men and women who wish to invest their money wisely and ask for information and literature on municipal bonds, industrial stocks, life insurance, real estate and mortgages; men starting in business who wish to know how to incorporate and the advantage of incorporation over partnership, or who want information on practical points like keeping minutes of a directors' meeting; men wishing information on elementary points of law such as contracts, negotiable instruments and the statute of limitations; employers seeking material on industrial welfare work, and factory employees who wish information on profit sharing.

To the uninitiated in the mysteries of library classification it appears that the Division of Philosophy and Religion offers no inducements to the person with a business problem to solve; such a person forgets that applied psychology is one of the live subjects in the business world today. To the Division of Philosophy and its near neighbor the Division of Technology come the employment manager, advertising man and salesman who wish the latest work on the application of psychology to their respective departments of business.

The Fine Arts Division chiefly serves the commercial artist, furnishing designs for posters, labels, signs and other forms of graphic advertising. However, the recently established moving picture industry in Cleveland finds the classified picture file in the Fine Arts Division a practically unfailing resource. The division furnishes pictures representing rural and urban scenes in various countries as a guide to the selection of similar sites in and about Cleveland. Pictures of ancient and modern buildings and local costumes and customs are also

lent for study and representation in the films.

The picture file serves divers other industries; for example, an advertising agent for an Indiana limestone corporation asked for pictures of famous old buildings built of limestone—his idea being to prove its durability as building material. Numerous requests based on the same advertising idea have come from brick manufacturing concerns.

Even the Division of History, whose work and material might be supposed to be purely academic, serves the industrial and business men by co-operating with the Fine Arts Division in furnishing pictorial ammunition for the advertiser. Automobile firms occasionally decide that it will be good advertising to trace the development of wheeled vehicles and the file is searched for illustrations of Roman and early English chariots or pictures of the state carriages of Louis XIV, or Ivan the Terrible. Pictures illustrating the development of lighting systems or early methods of keeping business records have been in demand. One enterprising contracting company worked out a novel idea for a calendar with the aid of the Fine Arts and History Divisions; the calendar shows for each month an example of a typical building of ancient times and its modern counterpart as built by this firm. For example, the stables at Versailles were contrasted with an up-to-date garage. Other buildings used were the Pyramids, the Colosseum, a Greek theater, and cliff dwellings.

As has been stated, the Main Library, on account of its divisional organization, is practically an aggregation of special libraries, each with its own reference and circulating collection and a staff of experts to do its particular class of reference work. Many requests for information or material are, like one or two cited above, inter-divisional in their scope. In order to avoid sending a busy man or woman from one division to another, the General Reference Division frequently acts as a clearing house, assembling and co-ordinating the information furnished by the divisions. Many business and industrial patrons, however, who have in hand a piece of work requiring more time and more intensive research than a public library properly could give, go to the divisions and do their own digging out, merely asking of the librarians a general consideration of their problem and direction to the special indexes or sources of information.

The Library gives general advice on business reading, usually through printed lists or newspaper articles. Recently it supplied brief weekly annotated lists on business and technical subjects to the Cleveland Press for more than a year. The result was a wide extension of the business and industrial use of the library. The Cleveland

Library puts out from its own print shop, lists of books on business interests. About 10,000 business, technical and trade lists were picked up by readers from the counter of the Technology Division in twelve months. Some of the subjects were "Getting the Facts, a business application of the Library Idea," "The Factory Flag Pole, a Message to Engineers," "Trading Abroad, some useful books and magazines for people interested in the export trade," "Executive Business," "Advertising," and "Psychology, an introductory list including books on the application of psychology in business"—a list prepared by the Philosophy, Technical and Sociology Divisions in collaboration. Lists of interest to business men issued by the Division of Sociology include "Taxation," "Employees Welfare Work" and "Banking".

The Library is giving special attention to serving its business public by mail or telephone. Many requests for information are received by mail or even by telegraph from firms outside Cleveland and if the information is not obtainable in book, pamphlet, clipping or periodical in the Cleveland Public Library, it is sought in the other libraries of Cleveland or in libraries or other sources outside of Cleveland.

Photostat copies of articles or chapters in books are often obtained for readers wishing technical material, highly specialized or in foreign languages, which is not within the scope of a public library collection. Photostats have been obtained from the John Crerar Library, the Library of the United Engineering Societies, the Chemists Club Library and other special libraries or those housing special collections.

The Main Library receives about a thousand periodicals and serials on technology, trade and business, and the Technology Division is now co-operating with other special libraries in town in preparing a union list of business and technical periodicals. The library is also a depository of U. S. Government Documents and receives many reports and monographs of interest to the business executive, including the publications of the Bureau of Foreign and Domestic Commerce, and the Bureau of Labor Statistics, and the weekly and monthly Compendium of Legislation.

Most of this article has dealt with the great Main Library collection functioning as the business and industrial servant of the public. There is one general department of the library devoted entirely to extension work which also performs a notable service for this element of the community. This is the Stations Department. The book collection and service personnel of this department are maintained to furnish more or less temporary book collections and elementary instruction in "library keeping" to firms, plants and organizations desiring

to furnish vocational or recreational reading for their employees. For this clientele, Stations Department service is of two kinds: In the case of the deposit stations, the Library furnishes a deposit of books proportionate in size to the number of employees and keeps each collection alive by weekly deliveries and exchanges of old material for fresh. The Library also agrees to send books, or material on specific subjects, on request, thus putting at the employees' service all the circulating resources of the Cleveland Public Library. The Stations Department receives over 1,000 of these special requests a month, an average of 12,500 a year, a large proportion of them for business and technical books. The firms receiving deposit stations agree to furnish books, cases, library room and the service of an employee at least one hour a day three days a week for issuing books and keeping library records. There are between thirty and forty of these deposit stations. The delivery stations are those where the firm or plant is building up special libraries of its own and calls upon the Library for material to supplement it, as in the case of the Federal Reserve Bank, and the National Carbon Company, or for assistance in installing the records as in the case of the White Motor Co., the department store of Wm. Taylor and Son Co., and the clothing factories of Joseph & Feiss and Printz Biedermann.

The Stations Department issues a monthly bulletin to its stations librarians, advises, in co-operation with the Technology and other division heads, in the selection of technical and business books for the firm libraries, furnishes general or special lists of recreational and vocational reading for the employees of the firms and plants where stations are maintained and has special meetings of stations librarians to talk over

books and library service.

The Stations Department thus not only serves the firms by improving the general character and labor value of their business personnel, but it gets in touch with a clientele of men, women and young people which on account of various inhibitions would not otherwise establish a connection with the Library, and library books. The branches in industrial districts perform the same service for the industrial element in their immediate neighborhoods. Practically all of the branches have a collection of elementary, technical and business books which have a large use by workers who would never think of going to the Main Library. St. Clair branch, for example, is situated in the midst of the great machine shops of the city and has a much-used collection of books on machine tools.

Last year the Librarian, realizing that it was a critical time in industry, devoted a larger portion of the book funds than usual to the purchase of technical books, with the result that, while the increase in the total circulation of books for home use for the year was 10.9%, the increase in Useful Arts was 36.3%. There was an even greater increase in visitors using books in these subjects in the Library.

To sum up, it would seem that on account of the situation of the Cleveland Public Library and the size and scope of its Main Collection, it is giving broader business and industrial service than could be offered by a special business branch; that its Main Library divisional organization affords opportunity for an intensive and specialized service such as is only excelled by the highly developed special library in the plant, store or institution, or by such special libraries as the John Crerar and the Engineering Societies libraries.

A Subject Mailing List as a Library Tool

By RACHEL AGG,

Reference Librarian, Public Library, Evansville, Ind.

Miss Agg is a good seller. Surely systematized service of this sort should be rewarded, and Special Libraries sincerely trusts when budget time comes around, that public appreciation will be demonstrated in a substantial manner.

In these days of highly developed office management, the mailing list of customers or prospective customers is a familiar device in most retail and wholesale establishments and in factory offices. It is also a tool in common use in offices of most institutions, the form varying to fit the peculiarities of the institution or organization.

Public Libraries and Special Libraries have recently become more alert in watching the best business methods—developments in advertising, the principles of sales-

manship in common use, systems of records—and have adopted and adapted those devices and usages that are best fitted to library activities. The mailing list, however, has been used chiefly as a basis for the exchange of reports and bulletins, while one very useful form of the mailing list, the subject list of patrons, or possible patrons, has been neglected.

In Evansville, Indiana, the Business and Technical Branch of the Public Library, which is also the reference center for the

system and is housed with the Administration Office, has found the subject mailing list of great value in improving service and in publicity activities.

Very little time is necessary for the making of this index and it may be very simple. The entries may be merely a subject heading, as "Welding, Electric" at the top, at second indention, with the name and address of the person who is interested in books on that subject or who, because he is engaged in that work or teaches it in the evening vocational school, would naturally be interested in it. Light weight catalog cards are suitable for the purpose.

Sources for the names for these cards are many. The city directory when it is first issued is an obvious basis for names. A directory ten months old is not a good starting-point because there will have been many changes since its publication, and much care will have to be used in dropping names which are obsolete.

If the registration blanks that are used for new borrowers contain a space for the patron's occupation or business, this information may be easily transferred to one of the subject cards or perhaps more than one subject card may be needed.

Conversation with patrons at the desk also naturally leads to the use of subject cards as he discusses his interests and needs with the attendant.

A keen and live interest in all about her in the community on the part of the library assistant, and a diligent and interested reading of local newspapers will lead to the addition of many names to the subject-file. She will notice that a definite road-building program is being pushed by the Chamber of Commerce and will note the names of the committee. She will read that the minister of one of the churches is to preach an important series of sermons a little later on various phases of industrial unrest and she will make a note of his name. The Associated Building Contractors have recently organized and have employed a young man of little experience but one eager to understand building conditions and to succeed in his work. His name is noted with appropriate headings.

Perhaps the assistant has lunch one day at a downtown restaurant with a girl in a large bank who is about to be transferred to a new department. She mentions the fact that she wants to read some books on this phase of banking to help her in her new work. Another name is added to the file.

It is well to run through this file frequently and remove names which no longer belong to the particular subject under which they were entered. No greater "faux pas" can be made than to send publicity matter

to someone who has been dead several months. Here, as in every phase of library work, good judgment and a knowledge of the community are indispensable.

The uses of the subject mailing list are many. One of the simplest is its use in sending to a man the notice of the receipt of a new book which should interest him. In Evansville, the reference librarian looks over each shipment of new books after they are placed on the shelves for checking with the bill, and puts a slip in each book of non-fiction with the names of persons to whom cards should be sent. When the book is released for circulation, the stenographer mails the new book cards. The pleasure of the patron at receiving these notices, and his appreciation and quick response repay adequately the little time and expense required in sending them.

It was noticed in Evansville that certain groups of books did not circulate frequently but stood on the shelves for weeks at a time. These were valuable books and could not be wasted. A mailing list of persons who should be interested in these books was compiled by looking up the charges in other books on the same or related subjects, and postals calling attention to these inactive books were sent.

It was also remarked when the periodical list was being revised, that certain excellent journals were not used as much as they should be. The practice of advertising one journal each month was therefore begun. Post cards with the typed words "Do you read The American Machinist? Received each week at the Coliseum Library" were mailed to persons who should be interested.

To secure a larger use of the Business and Technical Branch in Evansville, it was decided to circularize one group of business, professional, or industrial men each week, architects and builders, automobile and garage men (following the automobile show), lawyers, bankers, etc. Mimeographed reading lists were prepared containing books on the business or profession itself, and a few good books on advertising and selling, office management, and half a dozen titles of fiction. A letter signed by the chief librarian accompanied each list. The list sent to the lawyers included besides the distinctly professional books, a group of excellent biographies of lawyers and called attention to the important reference books which could be used to advantage. The list for bankers included books on investments, foreign exchange and trade in addition to the ordinary books on banking methods.

These are only a few of the uses to be made of the subject mailing list. Many others will occur to librarians in charge of various types of libraries.

Certification and Special Libraries as Related to the Reclassification Problem of Government Libraries

By EUNICE R. OBERLY,

Librarian, Bureau of Plant Industry, U. S. Department of Agriculture.

Miss Oberly represented Government Librarians on the late Reclassification Commission. So much of the work of Government Librarians is of such a very technical nature, that they form a group apart. Government librarians are closely associated with Government technicians, as well in their work as in their salaries. The work of the Reclassification Commission was the first concerted effort to secure for librarians segregated recognition

The note in SPECIAL LIBRARIES for December, 1920, p. 208, on "Certification and Special Libraries," is of the greatest interest at this time to the government librarians in Washington, since the problem stated there is the one which has been confronting them in connection with the work of the reclassification of salaries in the government service. The situation is well put in the statement "Special librarians, whether they be medical, chemical, public utility, banking, insurance, agricultural, law, or any one of a number of other branches, are essential members of the organization employing them, in direct proportion as they are able to control the information appertaining to the especial branch involved." This exactly describes the situation in the libraries of the department in Washington. Each is a highly specialized library, provided for the use of a group of highly trained specialists, and only a librarian familiar with the subject handled, and skillful in devising means for making material and information available for the special conditions of his organization, can hope to measure up to the possibilities of usefulness in this position. But how were we to classify librarians who at the same time must be lawyers, patent examiners, chemists, botanists, or geologists? Were they to be classed with librarians, or with the service in which their subject falls? The classification, in the Lehlbach bill, assumes that they will be classed as librarians, due consideration to be given to the necessity for special knowledge in subject matter. The library service corresponds to all the other professional services in the designations for the classes, and in salary recommendations, so that, if this bill is adopted as it stands, a librarian of a given grade will receive the same salary as, for instance, a chemist of the same grade. The Washington librarians feel that they have accomplished a tangible victory in having succeeded in thus establishing library work in the position where it belongs. This victory having been gained, the difficulties in grading the special librarians still remain, and the specifications of the Lehlbach bill,

though they are the result of much thought and many conferences, still are far from satisfactory.

The specifications are as follows, only selected examples being given, however, in each class:

Grade 1 (P L 1).

Titles of positions.

Junior Librarian.

Duties.

To perform under supervision routine general or specialized library work requiring professional training and previous experience.

Examples:

Doing bibliographical or order work or assisting in reference research work. Classifying, cataloging, and shelf listing books or other library material.

Being responsible for a minor library collection in a Government department not requiring great specialization.

Grade 2 (P L 2).

Titles of Positions.

Assistant Librarian.

Duties.

To perform under direction responsible library work requiring advanced library technique, specialization in some field of knowledge, or supervisory ability.

Examples:

Doing reference research work in botany, music or medicine, or in the collection of manuscripts and prints.

Revising the cataloging of books, or cataloging material of the most difficult character.

Being responsible for a library service in a Government department carrying on investigations of importance in the natural or economic sciences and requiring specialization on subject matter.

Grade 3 (P L 3).

Titles of Positions.

Librarian.

Duties

To perform under general direction

highly responsible library work requiring the most advanced library technique, authoritative standing in some specialized field of knowledge, or administrative ability.

Examples:

Collecting, classifying and interpreting economic or other scientific data.

Supervising the cataloging and classification of literature in American history or in some other subject or special collection in the Library of Congress, such as the Semitic and Slavic collections.

Directing the classification or periodical division or one of the minor divisions of the Library of Congress.

Being responsible for a large and complex library service in a Government department carrying on investigations in the natural or economic sciences or in other technical subjects.

Grade 4 (P L 4).

Titles of Positions.

Senior Librarian.

Duties.

To assume technical and administrative responsibility for a major division of the Library of Congress or for the largest and most complex library service in a Government department.

Examples:

Being responsible for the reading room, bibliography, card catalog, documents, manuscripts, maps and charts, music, order, prints, law or legislative reference divisions of the Library of Congress or for the library of the Department of Agriculture.

In deciding which librarians to allocate to the different grades in this classification fair consideration must be given to the two factors involved, namely, specialization in subject matter required of the librarian, on the one hand, and, on the other, the size and complexity of the library, or the library service concerned, in so far as it increases the administrative responsibilities of the librarian in charge. As will be seen in the

examples, provision has been made in each class for individuals doing independent highly specialized bibliographical work involving substantive responsibility. Those doing work of this character will have to be graded according to the amount of specialization required and to the authoritativeness and scholarly character of their bibliographical work. The greatest difficulty presents itself in the grading of the librarians in charge of the various government libraries, who must specialize in subject matter, and at the same time carry administrative responsibilities. It seems clear that it will be possible to classify the librarians only when their libraries have been graded according to some carefully thought out plan. In the case of special libraries, such a grading presents many almost insurmountable difficulties. In an effort to make a beginning, at least, of solving this problem, a group of the government librarians is working on a questionnaire for collecting information as to the character of the work done in the special Washington libraries. When this is done, and when the questionnaires have been filled out by the various government librarians, the most difficult part of the problem remains to be worked out, namely the decision as to a fair plan for grading the work done in the various libraries.

The Washington libraries feel that they must have the assistance of their colleagues at every stage of this work. If there are any readers of *SPECIAL LIBRARIES*, sufficiently interested in this question of standardization to be willing to assist them in their efforts, the writer would gladly send a copy of the tentative questionnaire for criticism and suggestion.

Since certification and standardization for the library profession in general, and "re-classification" for the government librarians in Washington is one of the most practical problems which is before us, it would seem desirable that at the meeting of the Special Libraries Association in June there should be some discussion of the grading of special libraries, and the classification of special librarians.

Business Research—A Necessity Born of Competition

By WM. A. SCOTT,

Director, Course in Commerce, University of Wisconsin.

Every business man has problems the correct solution of which is essential to his success. Some of these are peculiar to his particular establishment, some are common to all businesses of the kind he is engaged in and some are common to all kinds of business. For the solution of these problems accurate knowledge of all the details of his own business and of such facts re-

garding other businesses of his class and business in general as are pertinent to his success is necessary. These statements seem almost axiomatic and, therefore, not in need of support from argument or elaboration.

However, many instances may be cited of the successful careers of men who have lacked even an approximation to such knowl-

edge as is above contemplated. The history of this country supplies a large number of these and they are sometimes used as illustrative of the native business ability of the American people. There can be no doubt of the existence of the business genius and this country has produced its full share of this rare type of man, but these account for very few of the instances we have had of success without accurate knowledge. The largest number is explained by the very favorable conditions under which business was for many years carried on in this country.

Until comparatively recent times rich natural resources were available at a mere fraction of their real value; new and prosperous communities were constantly developing on our frontiers and other centers of population, industry and commerce were growing rapidly; wealth was increasing at such a rate in normal times as to keep demand well in advance of supply; and the capital of the older European countries as well as a continuous supply of their labor were available at remunerative prices. Such a combination of circumstances made it possible for men of good and even of moderate ability to be successful without a very complete or accurate knowledge of the conditions under which they were working. The normal margin of profits was so large that mistakes of considerable magnitude were not serious. The difference between the man who knew his business thoroughly and the man who had only a superficial knowledge was the difference between degrees of success and rarely that between success and failure.

That these peculiarly favorable conditions belong to the past and not to the present is well known. He who would enjoy the use of natural resources now-a-days must pay full value for them. The booming frontier communities which lured the ambitious and adventurous spirits of the older settlements have well nigh vanished. The population of the older communities continue to grow rapidly, but this now means more and severer competition for business opportunities and not as formerly a proportionate or a more than proportionate increase in these opportunities. While wealth still continues to increase rapidly, on account of the relatively rapid growth of our productive power, supply in normal times keeps on a level with and not infrequently passes beyond effective demand. Since the war the supply of European capital has been completely cut off and will not soon again, if ever, be available for our uses. European labor will probably want to come to us in large numbers in the future as in the past, but broad and far-sighted considerations of national policy will probably prevent much of it from coming.

All of this means that business success at

the present time and in the future depends and will continue to depend upon the manner in which business is conducted and not upon the peculiar advantages which the business man enjoys. The race now goes and will continue to go to the man who knows how to play the game and who plays it to the fullest extent of his ability. This condition puts a premium upon accurate and complete knowledge and upon the ability effectively to utilize such knowledge.

This statement is amply supported by the revelations made by the statistics of failures and by the analysis of their causes. The percentage of mortality in business is large and regularly increases when times become harder. We are just passing through such a period. By far the most potent of the causes of these failures is ignorance. Over and over again the facts indicate that the wrecked business had been running for years at a loss and that too without the knowledge of its active managers. Essential facts and conditions had been completely overlooked through ignorance or carelessness or both. So large a percentage of business men is in this condition that a large number may be said to be constantly on the verge of bankruptcy and are pushed over the line whenever general conditions become less favorable.

How are these essential and vital facts to be obtained and their true interpretation revealed? Certainly not without systematic planning and conscious effort. They are not perfectly obvious and in the range of vision of he who runs. Some of them are on the surface but some of the most vital ones lie far beneath the surface. Adequate and suitable systems of accounting accurately and completely executed is a first requisite; the true interpretation of the facts thus revealed is the second; knowledge of how to remedy the defects revealed is the third; and trained executives is the fourth.

These requisites of business success cannot be secured without research, that is carefully and systematically executed investigation. The principles of accounting constitute a well-developed science which is available to any person competent to master it, but the application of these principles to a particular business situation requires investigation. The proper interpretation of the facts revealed by the most complete and carefully and accurately kept accounts and the remedy of defects revealed are impossible without research, even research beyond the confines of the business itself.

Many facts concerning the conditions and experiences of other establishments and firms in the same business and not infrequently of other businesses are essential to such interpretation. No man, who knows little or nothing beyond what he can learn within the walls of his own counting house, can correctly interpret what takes place

even within those walls. Research is also one of the essentials for the training of executives. No man who has not learned how to find out and to interpret the facts essential to the success of his business can make a good executive and that kind of knowledge can only be acquired by experience in the field of business research. The executive of a big business can only himself do a small fraction of the research necessary for the proper functioning of his concern, but he must know how it is done and in particular how to get it done for him. The utilization of the results of research is his particular function.

The appreciation of the importance of business research is rapidly increasing in intensity and extent. During the last ten or fifteen years departments of research have been established in large numbers of concerns and such departments will soon be, and perhaps already are, considered an essential part of the equipment of a big business. The same cannot be said of businesses of small and moderate size. For these groups business research is in its infancy. A beginning has been made by some of the associations into which these concerns are organized, but hardly more than a beginning. The greater part still remains to be done and the question is how.

There is no reason to expect that each concern, small and moderate in size as well as large, can ever for itself conduct all or more than a fraction of the researches necessary for its own success. The expense is too great; the number of competent investigators is too small; and the amount of overlapping that would result, even if the first two difficulties could be eliminated, would render such a method of procedure uneconomical in the highest degree. Co-operation in this work is essential and experience seems clearly to indicate that co-operation through trade organizations is best.

But the difficulty of securing a sufficient number of competent investigators and the waste of overlapping are not entirely eliminated by this amount of co-operation. We must go farther and, if possible, secure co-operation on a national scale of all branches of business. An excellent method of securing this kind of co-operation was discussed at a meeting of the Association of Collegiate Schools of Business held at the University of Chicago last May. It was the organization at each one of these schools,

or at least at the best developed and equipped of them, of a Bureau of Business Research; the establishment of vital connections between these bureaus and the trade organizations of the country, the division of the field between these bureaus in such a manner as to avoid duplication, and the making of the results of each available to all and to the co-operating trade organizations and the business men of the country. The advantages of this plan are: (a) It utilizes to the fullest extent possible the trained investigators of the country. Most of them are either in these schools, have come from them, or are available to them and it is here that the future supply must be trained; (b) it insures unbiased and disinterested search for the truth, the greatest possible annual output of facts and the widest possible dissemination of them; (c) it is the most economical plan available; and (d) it will supply these schools, to which are entrusted the training of future generations of business men and women, with the facts needed in their work and keep them from that hate noir of business theorizing.

At least three such bureaus have already been organized and are in active operation, namely at Harvard University, Northwestern University at Evanston and at the University of Washington. The University of Wisconsin is seriously considering the establishment of such a bureau in its School of Commerce. It cannot do so, however, unless it has the active support, both moral and financial, of the business men of the State. Now is the time for them through their organizations to give consideration to this matter and to indicate their desires and the extent and character of the support they are prepared to give—(Reprinted from *Banker-Manufacturer*, February, 1921.)

AN EMPLOYEE'S ANALYSIS

In the January number of "Industry," published by Frank D. Chase, Inc., engineers, 645 North Michigan avenue, Chicago, Frank D. Chase places the essential requirements in an employee as follows:

Loyalty
Personality
Experience
Education

"The method of getting the education," he says, "is of little account, but it must be gotten some way."

Librarians' Bookshelf

Dana (John Cotton). *A Library Primer*. Library Bureau, 1921, 263 pp. 8vo.

The distinction that is Mr. Dana's is reflected in his book. The type is beautifully chosen, and the spirit of the vol-

ume is permeated with Mr. Dana's wise enthusiasm for the public library as a community builder.

Friedel (J. H.). *Training for Librarianship*. Lippincott, 1921. 224 pp. 8vo.

A good book to have written. The student will find it a helpful guide when choosing a specialty in library work, and the experienced worker will be refreshed by having read this survey of the diverse phases of library work. Out of thirteen chapters devoted to specific kinds of libraries, eight are concerned with special libraries.

Rushmore (Elsie M.), ed. *Social Workers' Guide to the serial publications of representative Social Agencies*. Russell Sage Foundation, 1921. 174 pp. Svo.

Only one who has taken part in a compilation of this sort can appreciate the vast amount of patient work that must have gone into the making of it. And only one who has attempted work requiring research into the all-too-often inchoate collections of institutional reports will appreciate the guide this volume must be. Not only American, national, state and city agencies are represented, but those of Canada, Great

Britain and many European countries. Although treating with a difficult kind of printed matter, the arrangement makes the use of the volume very simple and satisfactory.

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Plummer, M. W. Training for Librarianship. Ed. 2 rev by F. K. Walter. 1920. Chicago, A. L. A.

Government Regulation of Prices Before 1800 A. D.

Compiled by MARY G. LACY,

Librarian, Bureau of Markets, U. S. Department of Agriculture.

B. C. 2830.

Breasted, James Henry. *Ancient Records of Egypt*. Chicago, Univ. of Chicago Press, 1906-7. V. 1, p. 126.

As far back as the Fifth Dynasty in Egypt, which historians place at 2830 B. C. at the latest, there was inscribed on the tomb of the nomarch Henku, "I was lord and overseer of southern grain in this nome."

In the Book of Genesis (Chapter XII, 1-10, XII, 54, XIII, 2) there are various references dating as far back as the time of Abraham, to the fact that Egypt was a granary where all the people were sure of finding a plentiful store of corn.

Josephus, Flavius. *History of the Antiquities of the Jews*. Ed. by George Henry Maynard. London, C. Cooke, 1789. Book II, Chapters VI & VIII.

"When famine came the multitude sorely oppressed, repaired in crowds to the stores and magazines of the king. The situation of the poorer and common sort was piteous beyond description, for having laid in but a very scanty store, and not being able to obtain a supply without ready money, when that was exhausted, they were reduced to the necessity of exchanging their cattle, slaves and lands, nay, their last little all, to procure grain from the king's granaries to protract a needy, miserable life. When, by these means they became totally destitute, they were abandoned to a desolate world, that the king might secure their bartered possession. . . . But when at length the river overflowed, watered the earth, revived drooping nature, and produced a fertile aspect, Joseph made the tour of the kingdom, and summoning the respective land holders, restored to them such parts as they had sold to the king, on condition of their paying a fifth, as tribute to him by

virtue of his prerogative, and then enjoined them to the same diligence in their improvements as if they were to derive the emoluments resulting from the whole. Transported at the returning prospect of plenty, and the restitution of their landed property, the people applied themselves to agriculture with unremitting assiduity, so that by this well-timed act of policy, Joseph established his own authority in Egypt, and increased the standing revenue of all its succeeding monarchs."

B. C. 1530-1320.

Eiman, Adolf. *Life in Ancient Egypt*. Tr. by H. M. Tirard. London & N. Y., Macmillan & Co., 1894. p. 107-108, 433-434.

An account of the control of the Egyptian government over the grain supply is given and very interesting descriptions and drawings of the granaries which were astonishingly like the modern elevators. The grain was poured in at the top and taken out at the bottom by means of a sliding door.

B. C. 424-337.

Chen, Huan-Chang. *The economic principles of Confucius and his school*. N. Y., Longmans, Green & Co., 1911. (In *Columbia Univ. Studies in history, economics and public law*. v 44 & 45.)

According to the Confucian theory, the government should level prices by the adjustment of demand and supply, in order to guarantee the cost of the producer and satisfy the wants of the consumer. The means used by the Chinese government to this end are of the greatest interest, because of the economic principles involved and also because of their antiquity.

"When Li K'o became the minister of Wei he said that if the price of grain were too high, it would hurt the consumers, and that if it were too low, it would hurt the farmers

If the consumers were hurt the people would emigrate, and if the farmers were hurt, the state would be poor. The bad results of a high price and a low price are the same. Therefore, a good statesman would keep the people from injury and give more encouragement to the farmers.

Those who want to equalize the price of grain must be careful to look at the crop. There are three grades of good crops: the first, the second and the lowest. In an ordinary year, one hundred acres of land yield one hundred fifty bushels of grain (rice). In the first grade of good crop the amount is four-fold,—that is, one hundred acres yield six hundred bushels. Throughout one year, a family of five persons needs two hundred bushels for their living, so that they have a surplus of four hundred bushels. The government should buy three hundred bushels from them, leaving them a surplus of one hundred bushels. In the second grade of good crop, the amount of grain is threefold,—that is, one hundred acres yield four hundred fifty bushels. The family would then have a surplus of three hundred bushels. The government should buy two hundred bushels, leaving them one hundred bushels. In the lowest grade of good crop, the amount is twofold,—that is, three hundred bushels. The family would then have a surplus of one hundred bushels. The government should buy fifty bushels and leave them the other half. The purchase of the Government is for the purpose of limiting the supply according to the amount demanded by the people, and it should be stopped when the price is normal. This policy will prevent the price of grain from falling below the normal and keep the farmers from injury.

There are also three grades of famine, the great famine, the middle famine and the small famine. During the small famine, one hundred acres yield two-thirds as much grain as in the ordinary year,—that is, one hundred bushels. The government should then sell at the normal price what it has bought in the lowest grade of good crop. During the middle famine, the hundred acres yield one-half as much grain as in an ordinary year,—that is, seventy bushels. The government should now sell what it has bought in the second grade of good crop. During the great famine, the amount of grain is only one-fifth of what it is in an ordinary year,—that is, thirty bushels. The government should sell what it has bought in the first grade of good crop. Therefore, even if famine, flood and drought should occur, the price of grain would not be high, and the people would not be obliged to emigrate. This would come about because the government takes the surplus of good crops to fill the insufficiency of bad years. In other words, the government controls the excess of supply in a good year in order to meet the demand in a bad year.

In 51 B. C. K'eng Shou-ch'ang proposed that the government should buy grain from places near the capital instead of transporting it from the eastern provinces. According to the old custom of the Han dynasty, the government transported annually from the eastern provinces four million bushels of grain to supply the capital, which was in the province of Shensi, in north-western China. As this transportation was by means of the waterway, the number of laborers amounted to sixty thousand. By the plan of K'eng Shou-ch'ang, which was approved and carried out by the emperor, the government saved more than half the expense of transportation and the farmers got more profit. Then K'eng Shou-ch'ang proposed that all the provinces along the boundary of the empire should establish granaries. When the price of grain was low, they should buy it at the normal price,

higher than the market price, in order to profit the farmers. When the price was high, they should sell it at the normal price, lower than the market price, in order to profit the consumers. Such a granary was called "constantly normal granary." This system has continued to the present day.

B. C. 404-337.

Boeckh, August. The public economy of the Athenians. Tr. by Anthony Lamb. Boston, Little, Brown Co., 1857. Book I, Chapter 15.

"In order to prevent as much as possible, the accumulation of grain and the withholding it from sale; forestalling it was confined within very narrow bounds. It was not allowed to buy at one time more than fifty back-loads. The transgression of this law was punished with death. The grain dealers were also not permitted to sell the medimnus of grain at a higher price than one obolus more than they had paid for it. These dealers, who were commonly aliens under the protection of the state, enhanced the price, notwithstanding, by overbidding others in the purchase of grain in times of scarcity and they often sold it on the same day on which they purchased it at an advance of a drachma on the medimnus. . . . They were hated till as much as the same class in modern times." N. H.—A medimnus was a bushel and a half. The above is one of the best accounts of the Athenian grain regulations.

B. C. 387.

Lysias. Against the grain dealers (In Eight Orations of Lysias. Ed. by Morris H. Morgan. Boston, Ginn & Co., 1895. p. 89-103. For translation see Botsford, G. W., and E. G. Sihler. Hellenic civilization. N. Y., Columbia Univ. Press, 1915. p. 426-430.)

"In order to prevent speculation and the artificial raising of the price of corn, retail dealers were forbidden, on the penalty of death, to buy more than fifty baskets at a time. The enforcement of these regulations was in the hands of a special board of magistrates elected by lot and called grain inspectors. It was their duty to see that the unground grain was offered at a fair price, and that the millers sold barley meal at a price proportionate to that of barley, and that the bakers sold bread at a price proportionate to that of wheat and made loaves of a fixed weight. They had also to keep a record of all importations of grain. Their duties, then, were of a prohibitory and restrictive sort, while another committee, appointed only on special occasions by a decree of the people, had the task of purchasing grain on an order from the state in time of war or scarcity, and of seeing that it was sold at a price fixed by law. But speculation has never been prevented by legislation. The grain trade was the favorite business of the great wholesale merchants, while the retail dealers, standing between the merchants and the consumers, were not slow to scheme against both. For instance, by an understanding with the merchants, they might evade the laws against the purchase of grain in bulk, or by combining with each other to prevent competition they could depress the price fixed by the merchants, and then having bought in at a low figure, they would busy themselves in spreading some price of bad news of a political sort which gave the man excuse for raising the price on retail sales. Such intrigues are described in the Oration of Lysias and in the Oration against Dionysodorus falsely attributed to Demosthenes. It is the crisp, business-like speech of an earnest man

who is merely engaged in doing his duty to the country and to himself without having any personal grudge against the accused."

A. D. 301.

Mommsen, Theodor *Corpus in scriptum Latinarum*. Berloni, Apud Georgium Reimerum. V. 3 (suppl. pt. 1), p. 1926-1953.

Abbott, Frank Frost. *The common people of ancient Rome*. New York, Scribner, 1911. p. 150-151

"The Edict of Diocletian, A. D. 301, contains a diatribe against the high cost of living and records the attempt which the Roman government made to reduce it. Diocletian fixed the maximum price at which beef, grain, eggs, clothing and other articles should be sold. This Edict is a very comprehensive document and specifies prices for about eight hundred different articles. The result of this experiment in price fixing is set forth by Lactantius in the book which he wrote 313-314 A. D., 'On the Deaths of those who persecuted the Christians.' In chapter VII, he writes.

"And when he had brought on a state of exceeding high prices by his different acts of injustice, he tried to fix by law the prices of articles offered for sale and the scarcity grew much worse until after the death of many persons, the law was repealed from mere necessity."

"Thus came to an end this early effort to reduce the high cost of living. Sixty years later the Emperor Julian made a similar attempt on a small scale. He fixed the price of corn for the people of Antioch by an edict. The holders of grain hoarded their stock. The Emperor brought supplies of it into the city from Egypt and elsewhere and sold it at the legal price. It was bought up by speculators, and in the end Julian, like Diocletian, had to acknowledge his inability to cope with an economic law."

1633.

Winthrop, John. *The history of New England from 1630 to 1649*. Boston, Phelps and Farnham, 1825. V. 1, p. 116.

"The scarcity of workmen had caused them to raise their wages to an excessive rate, so as a carpenter would have three shillings the day, a laborer two shillings and six pence, etc.; and accordingly those who had commodities to sell advanced their prices sometimes double to that they cost in England, so as it grew to a general complaint, which the court, taking knowledge of, as also of some further evils, which were springing out of the excessive rates of wages, they made an order that carpenters, masons, etc., should take but two shillings the day, and laborers but eighteen pence, and that no commodity should be sold at above four pence in the shilling more than it cost in ready money in England, oil, wine, etc., and cheese, in regard to the hazard of bringing, etc., [excepted]."

1774-1789.

Bolles, Albert S. *The financial history of the United States from 1774-1789; embracing the period of the American Revolution*. N. Y., D Appleton, 1896 p. 158-173.

An excellent review of the whole experiment, in the early years of the United States, to cure the rise in price of the necessities of life, caused by the declining value of the continental paper currency by fixing of the price of all commodities by legal enactment. "Tried by the facts the measure was a total failure in achieving the end proposed by its authors, and ultimately had not a defender."

1777.

Clinton, Sir Henry. *Proclamation*. De-

cember 20, 1777. (In the Remembrancer; or impartial repository of public events. Ed. by John Almon. London [v. 6] 1778. p. 57-58.)

"Whereas the present rates at which wheat, flour, rye meal, and Indian meal are sold, do vastly exceed in price those articles which the farmer stands in need of purchasing, and I, being well satisfied from the best information, and most accurate estimates, that the following prices on the articles above mentioned will be liberal and generous, have thought fit to issue this Proclamation and do hereby order and direct that the prices to be hereafter demanded for the said articles shall not exceed the following rates, viz.:

"A bushel of wheat, weighing fifty-eight pounds, twelve shillings with an allowance for deduction in proportion for a greater or lesser weight. A bushel of rye or Indian corn, seven shillings," etc. The proclamation proceeds to state that the farmer shall declare how much grain he has and if he presume to sell for a higher price than the one stipulated or "refuse to sell the same at those prices shall be subject to have his whole crop of grain, or quantity of flour or meal, concerning which such offense shall happen, seized and confiscated, and himself liable to imprisonment for such offense"

1776-1779.

Davis, Andrew McFarland *The limitations of prices in Massachusetts, 1776-1779*. (In colonial society of Massachusetts. Publications. v. 10 Boston, 1907. p. 119-134.)

Comprehensive treatment of the effort of Massachusetts and other states to sustain a greatly depreciated currency by limiting prices

1777.

Felt, Joseph B. *An historical account of Massachusetts currency*. Boston, Perkins and Marvin. 1839 p. 170-173, 184-185, 242-245.

Gives text of the "Act to prevent monopoly and oppression" and actual prices set for the various commodities. Appendix 2, p. 242-243, gives also "Prices of grain, etc., appointed by the general court and taken as currency."

1789-1793.

Bourne, Henry E. *Food control and price fixing in Revolutionary France* (*Journal of political economy* v. 27, p. 73-94, 108-209. Feb. and March, 1919.)

The effort to fix prices in France by legal enactment failed there, as elsewhere, because supplies were withheld from the markets. The subject was earnestly argued in the convention and one of the many suggestions made was that of Barbaroux, who unfolded a plan to substitute co-operation for coercion by forming local associations to collect and circulate information about the crops. Price fixing finally became one of the characteristic features of the Reign of Terror, and when Robespierre and his councilors passed through the streets of Paris in the carts of the executioners the mob jeered, saying "There goes the dirty maximum."

Note:—No claim is made for completeness in this piece of work. The history of many countries has not been examined at all. Information on the subject from 1800 to date may be found in the excellent bibliographies compiled by the Library of Congress, and from Price Bulletin No. 3, "Government control over prices," issued by the War Industries Board.

Symposium on Library Methods

The January, 1920, meeting of the New York Special Libraries Association proved so very successful in bringing out a mass of good library ideas, that it was decided to share the results with a larger group of librarians by bringing some of them together in this form, for ready reference.

For purposes of competition, the association was divided into nine groups as follows:—Commercial; Accountancy, Insurance and Legal; Advertisers, Exporters, Newspapers and Publishers, Civics, Public Utilities and Foreign; Financial, Chemical and Medical Sociological, Economical and Educational, Religious and Clubs; Scientific and Technical. After the dinner, an opportunity was afforded each group to present their ideas of new and tried library methods, ways and means or short cuts. The prize offered to the group with the highest percentage of attendance was carried off by the Chemical and Medicals, and that for the best individual idea by Miss Van Dyne, of the National Workmen's Compensation Bureau of the Insurance group.

The ideas are presented in abstract, classified for ready reference, and authorities cited.

Clippings

Weeding a clipping file

Pamphlets and clippings which one knows will be of permanent value are stamped—"Keep." Those, which it is decided, will not be of value, after six months or one year are stamped "D, with date to be discarded." Those, of which one is not sure, and which may be of value longer than one anticipates, are stamped "E," meaning examine with date six months or a year in advance. A junior assistant goes through the files each month, and takes out all clippings marked for the month in which she is working. Those stamped "D" are thrown into the wastebasket without another thought. Those marked "E" are put into a pile to be examined by assistant in charge of the file, to be immediately discarded, or returned to the file with another date.

(Miss Van Dyne, National Workmen's Compensation Bureau First Prize).

Handy clipping pocket.

A handy newspaper clipping pocket consists of a piece of stiff cardboard, with a pocket of onion skin paper. All clippings on a subject go into one pocket, and are filed easily in vertical file. Clippings can be read through the onion skin without removing them from the pocket.

(Miss Clement,
Municipal Reference Library).

News that is really news.

How to get the morning news from seven

papers, while it is still news, to sixteen different departments, has been solved by the National City Financial Library. Work is done by three assistants in an hour and a half. Papers are read and clipped, clippings stamped with name and date of paper. They are sorted according to departments to be served, and pinned in overlapping rows to inexpensive manila sheets. Clippings on each sheet are numbered to prevent removal by borrower, and on their return, are resorted for files.

(Miss Albert, National
City Financial Library).

Time saving device.

Where any appreciable volume of clipping and mounting is done, the Universal Pasting Machine is a valuable help. It is sold by A. G. Pryor, Inc., 665 Broad street, Newark, N. J., for \$27.00. Clippings as wide as 8 inches may be run through the machine, and paste is distributed evenly.

(Mr. Houghton, Poor Publishing Co.).

Routing clippings.

Material is considered immediately on receipt, that intended for vertical file is marked "VF" at once, with subject heading. It then goes directly from Order Department to vertical file basket. In the case of continuations, the check list card is marked "VF" so that after the initial number all others are routed quickly. The same method is used in automatically routing corporation reports, market letters, bank circulars, etc., to their destinations.

(Miss Damon, National
City Financial Library).

Reference

"Who knows" file.

The basis of this file is a slip used by the Statistical Department after interviews. It is filled out with the name, address and other information about a concern which can furnish data on certain subjects. This slip is sent to the Library where a type-written copy is made on a heavier card and filed.

(Miss Burnett, Federal Reserve Bank).

Grouping reports.

State, County and Municipal reports are arranged in three groups, each alphabetically by states, counties and municipalities. The catalogue cards are marked SR, CR and MR respectively, in lieu of receiving a classification number. Classification and labelling are thus eliminated.

(Miss Damon, National
City Financial Library).

Rebinding in colors.

Volumes are rebound in colors according to country:

France—Purple.
 Italy—Bright Red with Black Shield.
 Switzerland—Dark Red with Black Shield.
 Spain—Black with Orange Shield.
 (It is suggested that the Virgin Islands be bound in White).

(Miss Hayes, National City Financial Library).

Pamphlet boxes.

Pamphlet boxes which are open at the top, have the front top corner cut off to allow the grasping of papers. They are 10 inches high, 2 inches wide and 8 inches deep, and are covered with black pebble cloth. Orders will be filled by C. C. Clifford Co., 63 Park Row, New York City.

(Mrs. Armstrong, Canadian Pacific Railway Co.)

Map case.

A blue print filing case, which may be put to good advantage in filing unbound maps, is manufactured by Yawman and Erbe. The case is 10 inches high, 49 inches wide, and 14½ inches deep, and holds 20 heavy pockets finished with metal tips. To use the map, raise pocket, support by back metal strip from books on inside of top, letting the front flap drop. Alphabetical index cards are arranged in metal holders on inside of cover, and front of case may be converted into a work table (Yawman and Erbe Blue-Print Case—Mammoth Vertical File No. 430-Q).

(Mrs. Armstrong, Canadian Pacific Railway Co.)

Ordering

Colored order cards.

Various colored cards are used to make identification simple.

1. Annual (by purchase) orange.
2. Annual (free) white.
3. Single orders (purchased or free) blue.
4. Card for separate file (on order or received) yellow.

The Annual card is permanent and the record of date, date ordered, date received, date acknowledged on the back of card, make it of value for reference use.

(Miss Johnstone, National City Financial Library).

Cataloguing

Prompt use of new material.

In order that new material may be used as soon as possible after its receipt, the assistant in charge of incoming mail consults a card file of individuals desiring certain information. Material is charged immediately on colored slips which are filed with regular book cards, and on its return is catalogued.

(Miss Burnett, Federal Reserve Bank).

Checking sets of periodicals.

Each periodical is listed on a sheet, in a loose-leaf book, showing what volumes are in the library, what index volumes are on file, and what volumes are needed to complete files. The sheet also contains all the charges in names of periodical. Cards in catalogue also show at a glance what volumes or years are available.

(Miss Mann, Engineering Societies Library).

LEONORE A. TAFEL,
 American Cotton Oil Co.,
 65 Broadway,
 New York City.

STATEMENT OF THE OWNERSHIP, MANAGEMENT, CIRCULATION, ETC., REQUIRED BY THE ACT OF CONGRESS OF AUGUST 21, 1912.

Of Special Libraries, published monthly except during July and August, at New York, N. Y., for April 1, 1921.

I, State of New York, County of New York, ss. Before me, a Notary Public, in and for the State and county aforesaid, personally appeared Estelle L. Liebmann, who, having been duly sworn according to law, deposes and says that she is the Business Manager of the Special Libraries, and that the following is, to the best of her knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 21, 1912, embodied in section 113, Postal Laws and Regulations, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are: Publisher, Special Libraries Association, 20 Vesey St., New York, N. Y.; Editor, Adelaide R. Masse, Council of National Defense, Washington, D. C.; Managing Editor, none; Business Manager, Estelle L. Liebmann, 20 Vesey St., New York, N. Y.

2. That the owners are: Special Libraries Association, D. W. Hyde, Jr., President, c/o Chamber of Commerce of the U. S., Washington, D. C.; Estelle L. Liebmann, Secretary-Treasurer, 20 Vesey St., New York, N. Y.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: none.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by her.

ESTELLE L. LIEBMANN,
 Business Manager.

Sworn to and subscribed before me this 21st day of March, 1921.

(Seal) EUGENE J. CLEARY,

Notary Public Kings County No. 365.
 Certificate filed in New York County No. 417, Kings County Register's No. 1169, New York County Register's No. 1445. Commission expires March 30, 1921.

Special Libraries

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EDITORIALS

SWAMPSCOTT

1921

SWAMPSCOTT

LIBRARIANSHIP AS A TOOL-MAKING INDUSTRY

There is nothing unprofessional in this suggestion, for the tool we have in mind is the most wonderful tool in the world. In *Chemical and Metallurgical Engineering* of March 2, 1921, p. 397 *passim*, Frederick Dannerth, Ph. D., of the Rubber Trade Laboratory, Newark, N. J., illustrates the kind of tool we are venturing to suggest. Dr. Dannerth is writing on "Legal and Official Chemistry."

Dr. Dannerth, quite unintentionally we daresay, pricks the library conscience by his description of the "weasel-work," to adapt the phrase of the late-lamented Mr. Roosevelt, which he is obliged to do. We use the word "obliged" advisedly, for when all is said and done, the process by which Dr. Dannerth reclaims special information, is the identical process pursued by the expert reference librarian, with this difference. Dr. Dannerth evidently co-ordinates his information, thus creating for himself a tool, figuratively speaking, which enables him to meet any situation with which he, in his especial field, may at any time be confronted. His field, as such, is by no means obscure or singular. It has, indeed, a very wide and common interest. He cites, for instance, occupational diseases, fire hazards, transportation hazards, air and stream pollution, contract wording and patents. And he goes for his information not to inaccessible places, but, where do you suppose? The rules and dockets of the Interstate Commerce Commission, the Treasury Decisions, the Labor Department Bulletins, the Patent Office Gazette,—these are among the titles cited by Dr. Dannerth. To how many of us do these titles signify merely traffic and finance, etc.? The point we are driving at is that we are the keepers of a marketable commodity having an incalculable economic value and which, because of lack of direction, is not only itself depreciating, but causing the depreciation of highly skilled workers.

We are reading a good deal of the menace of improper credit direction. The idea of salvaging and properly directing information is by no means new. The more exact concept of information, that it may be a paragraph, a phrase,

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a table, a formula, an analysis only, is, however, still sufficiently unfamiliar to us as yet, to have kept us from devising a tool for the direction of such information into channels serviceable to the skilled workers.

This tool will be the result of a far more scientific process of co-ordinating information than any yet known to us, and it is inspiring to think that to the present crop of young workers may fall the task of perfecting this tool.

SUBSCRIBERS, ATTENTION

In the January number the new editor advertises her newness. The pagination of volume 11 is inadvertently continued for volume 12. Subscribers are contritely requested to repage their copies of the January number beginning with 1. The February number had gone to press, before the January number was distributed, hence this tardy "mea culpa"!

ASSOCIATION ACTIVITIES

S. L. A. CONVENTION

June 20-25 are the inclusive dates of the 1921 convention. The A. L. A. will not adjourn until the 27th. A large attendance is anticipated, therefore members should make their plans early. The arranged hotel accommodations are as follows:

New Ocean House (headquarters).

Rates \$5.50-8.00 per day.

Hotel Preston

American plan. Rates (including bus service to and from meetings) \$6.50-8.00 per day.

Bellevue Hotel.

American plan. Rates \$5.50-7.00 per day.

Willey House.

American plan. Rates \$5.00-6.00 per day.

Private Houses.

Apply for these to Mr. C. E. Sherman, librarian, Free Public Library, Lynn, Mass.

For all hotel and cottage reservations write to American Library Association, care of New Ocean House, Swampscott, Mass. Reservations should be made as soon as possible. Assignments will be made after April 10.

For details and railroad fares see page 60.

LOCAL ASSOCIATIONS

New York City, Boston, Philadelphia, Chicago and Cleveland, in each city a group of

special librarians has been formed. The Chicago group has under consideration a census of the special libraries in that city. A proposed questionnaire has been drawn up which, if carried out on present lines, will result in a most complete survey of the very considerable research resources of Chicago.

New York City special librarians, under the masterly generalship of Rebecca Rankin, have set a difficult pace.

Special Libraries Council of Philadelphia and Vicinity held a stated meeting on February 25, at 8 p. m., in the Board Room of the Philadelphia Chamber of Commerce. Miss Mac E. Taylor, Librarian of the Philadelphia Electric Co., discussed "Cataloging of Periodical Articles."

Word comes from the Special Libraries Association of Boston of the recent issue by the Association of a "Union List of Periodicals and Annuals taken by Eleven Special Libraries of Boston." Mrs. Leslie R. French, Librarian, Aberthaw Construction Co., 27 School street, Boston, is secretary of the Association.

The Filing Association of New York holds well-attended regular monthly meetings, which are fully reported in Filing, Inc.

In Washington, D. C., a group of government librarians is meeting informally for the discussion of problems of especial interest to them.

SPECIAL LIBRARY FIELD DOINGS

Continuing its review of British public library facilities, especially those furthering textile interests, the *Textile Mercury*, of February 5, 1921, says in an article under the heading "Textile Books in Public Libraries," on p. 151: "English librarians view the rather blatant advertising methods of their American confreres with some disfavor, but there is no doubt that a judicious amount of publicity is extraordinarily helpful." Then follows an account of the work done by the Rochdale Public Library, as the pioneer library in publishing separate reference lists. This work, the developing of the textile section of the Library was largely due to the efforts of Mr. R. J. Gordon, late librarian. Mr. Gordon has very recently taken up the appointment of chief librarian to the Sheffield City Council. The Rochdale Library called attention to its textile resources by circularizing business firms.

The Institute of Human Paleontology was formally opened in Paris, on December 23, 1920. It is situated in the Boulevard Saint Marcel. The Institute was founded by Prince Albert of Monaco, and carries an endowment of two million francs. The building contains a large amphitheatre for lectures and meetings, a number of rooms fitted up as laboratories, and a spacious library.

Mrs. Georgene L. Miller is spreading the doctrine of special library service in the city of Portland, Oregon, where she holds the position of librarian to the firm of Whitfield, Whitcomb and Company, public accountants. She reports several other special libraries in her city. In the past Mrs. Miller was associated with the library of the Yale Forest School, the Forest Service Library of Portland, and with the Northwest Steel Company of the same city.

The California Associated Raisin Co., Fresno, California, has a library that is less than a year old, but which is an important factor of the Company's life. The library is at the service of all employees, and a regular librarian, M. M. Aldrich, is in charge, who classifies and keeps a record of all incoming and outgoing literature. The 60 magazines on file relating to advertising, accounting, agriculture, auditing, banking, commerce, correspondence, export, filing, horticulture, industrial matters, law, management, manufacturing, personal efficiency, traffic matters, welfare work, etc., are sent from one department to another, or routed individually. At the end of the year all magazines worth keeping are bound by machinery in the company's own office.

Outside reference is secured when requested and all orders go through the Librarian who O. K.'s all bills concerning

books, magazines or orders of special type-written articles and renewals. This prevents duplication of orders from different departments and indiscriminate ordering. The loss in magazines and books has been very small, if any, and the library is generally used.

Morris Knowles, Inc., Engineers, Pittsburgh, have a technical library of some 12,000 pieces, comprising road-making, bridge-building, housing, town planning, water works, sewage, refuse disposal, public health. The library is located in the home office, in Pittsburgh, and serves a force of fifty or more engineers there, besides the branches in five other cities and the firm's Canadian office. Miss Eva Abrams is Librarian.

Miss Alice Rose of the National City Bank, New York City, is ill, and has been given a leave of absence for a two months' rest.

Miss Leonora Tafel, of the American Cotton Oil Co., New York City, edits a house organ for her company.

Miss Mary Eastman, formerly with the New Jersey Zinc Company, is now in charge of the Reference Department of the Kansas City Public Library.

Miss Philena Dickey of the Sinclair Consolidated Oil Corporation has resigned to take a six months' rest in the South.

Mrs. Emma G. Armstrong of the Canadian Pacific Railway Company, 1270 Broadway, formerly of the Bureau of Information and Librarian, has been transferred to the Bureau of Publicity.

Miss Estelle Liebmann of the Ronald Press is preparing a semi-monthly bulletin for the members of that firm.

Miss Mabel Brown, Librarian of the National Committee on Mental Hygiene, has recently resigned.

The National Organization for Public Health Nursing, the National Committee for Mental Hygiene, the National Tuberculosis Association and the American Social Hygiene Association are soon to move into new quarters—their address will be the Penn Terminal Building, 8th avenue and 31st street.

Miss Edith Shearer is now librarian of the Western Union Telegraph Co., 195 Broadway, New York City.

Miss Angie Melden resigned her position as Librarian of the National Board of the Y. W. C. A. March 1st, to be married.

Miss Helen McElroy, a Vassar College graduate, who has had a year's experience in the Milwaukee Public Library, has been appointed Librarian of the American Appraisal Co., Milwaukee, to succeed Miss Martha Podlasky.

THE DATA FILE

"American Industry in the War." Under this title there has been published the final report of the War Industries Board, a volume of 421 pages. Bernard M. Baruch, chairman of the Board, says: "This report is an analysis and narrative of the activities of the War Industries Board, whose function it was to supervise the industries of America that the energies of each should, as far as practicable, supplement those of all others, and that all should contribute to the limit of their combined ability to one common purpose—the winning of the war."

A small edition only has been printed and special librarians connected with industrial plants are urged to make prompt application for copies. Address: Council of National Defense, Washington, D. C.

"The Power Situation during the War," by Col. Charles Keller, Washington, 1921. 360 pages, maps and graphs. This volume, of great value to all special librarians in any way associated with public service interests, is in reality a complete report of that part of the War Industries Board's work having to do with the development of the power resources of the country. The volume is issued by the Chief of Engineers, and early application should be made for copies.

R. T. Vanderbilt Co., 50 E. 42d st., New York City, has recently issued a revised and enlarged edition of data sheets, edited by A. A. Somerville, for the Co.'s loose-leaf book. Notes and tables on crude rubber compounding, curing, costing, fabrics and a variety of useful conversion tables are included.

"Free Air," a monthly magazine for tire dealers, issued by the Dellon Tire & Rubber Co., Baltimore, Md. Snappy little booklet, which makes a very favorable impression.

"Michigan Tire News," is published by the Wildman Rubber Co., Bay City, Mich., as a bulletin to stockholders and prospective investors.

A. Klipstein & Co., 644-652 Greenwich st., New York City, a long established drug house, issues a very complete catalog, a feature of which is the separate classification of specialties under the industry in which they are used. Under the heading rubber industry, for instance, are enumerated the various accelerators, acids, alkalis, colors, compounding ingredients, gums, oils, solvents, vulcanizing ingredients and waxes.

Year book of the Netherlands East Indies, edition, 1920. 276, 60p. Compiled by the sub-department of Commerce of the Department of Agriculture, Industry and Commerce at Buitenzorg. The first edition of this year book was published in 1916. The volume is published in Dutch and in English,

well illustrated from photographs taken in the islands. Differs from most regional year books, which are usually chiefly statistical, in that the contents are of a descriptive nature covering the island characteristics.

Nederlandsch-Indisch Rubberjaarboek, Ed. 4. Compiled by K. Goelst. Nederlandsch-Indisch Rubbertijdschrift, Batavia, Java, 1920. 244 pp. Rubber associations' activities during 1919, reports of experiment stations throughout the Dutch East Indies, statistics of rubber estates, trade and planting notes, rules of the local planters' unions, make up a large part of the contents, which also include some technical rubber articles. There are also lists of definitions, conversion tables and prices.

Nominatieve Statistiek der Rubberondernemingen in Ned.-Indië. 1920. Compiled by K. Goelst. Ned.-Ind. Rubbertijdschrift, Batavia. 67p. One earlier volume, viz. for 1917, had been issued by the Dutch East Indies Rubber Association. The publishers of the Ned.-Ind. R. tijdschrift have now taken over the little volume and announce that they will publish a revised edition every year. It contains in most compact form the names of 576 estates in the Dutch East Indies, the name of the manager, the area, area planted to Hevea and Ficus respectively, output, dividend, capital, proprietor and attorney.

Recommended plan of cost accounting control for the members of the Rubber Producers Division of the Rubber Association of America, Inc. Cooley & Marion Co., Boston. 29p., graphs and diagrams. A timely contribution to the literature of the rubber industry. The authors have aimed to correct the demoralizing effect of the haphazard pricing of product.

Tire Trade Journal and Vulcanizer and Tire Dealer, is the title of the first issue of these combined journals which appeared in January. The Gardner-Moffat Co., 225 Fourth ave., New York City, has bought the Vulcanizer and Tire Dealer, the Chicago publication, first issued in Sept., 1919, and merged it with its own monthly, Tire Trade Journal, the first issue of which was published in July, 1919.

Pocket directory of shoe manufacturers, 1921. Shoe and Leather Reporter Co., 166 Essex st., Boston. 310p. Location of factories, members of firms, capitalization, names of buyers, and superintendents, days on which buyers see salesmen, capacity of plants, and many other important details. Specially drawn maps showing relative location of shoe manufacturing towns.

William S. Wallbridge, Vice-President The Owens Bottle Co., Toledo, O., has written

"American Bottles, old and new—a story of the industry in the U. S."

Under the title of "Journal des Affaires et de Publicité," a new journal for advertisers, is published in Paris, Rue d'Hauteville. Its pages deal directly with advertising ways and means, and include a valuable list of articles in demand.

The Hartmann-Sanders Co., Elston and Webster aves., Chicago, has prepared its Album No. 33 "The Pergola," descriptive of the porch columns, lattice work, fences and pergolas manufactured by this company. The booklet is fully illustrated and contains a price table.

Fischer & Hayes Rope and Steel Co., 739 West Van Buren st., Chicago, is putting out some very attractive and informing literature on scaffolding, which ought to be of extraordinary interest to special librarians associated with construction and safety interests.

The General Electric Co. has issued an attractive illustrated bulletin No. 44251, describing some of the most representative types of electric locomotives successfully used in a variety of industries, comprising shipyards, steel plants, by-product coke plants, ore docks, chemical plants, brick yards, stone quarries, cement plants, docks and warehouses, powerhouses and manufacturing plants in general.

The tenth annual report of the Manager of the Pension Fund of the U. S. Steel Corporation is out. Pensions aggregating \$779,766 were paid to retired employees during 1920. Participants numbered 3264. The money is derived from a trust fund of \$12,000,000 established by Andrew Carnegie and the Steel Corporation.

In Petroleum Magazine for February there is an "Analysis of Refinery Costs," by Ernest Owen. This contribution has a dual interest for the special librarian. In the first place either a clipped copy or the necessary reference should go into the Data File. All special librarians are alive to all cost data. Mr. Owen's article, however, comprises a detailed classification or Division of Costs of a Constructing Refinery. This tabulation may prove suggestive to the classifier as well as the assigner of subject headings.

The Western Pine Manufacturers' Association is putting out the sixth edition of the Western Pine Grading Rules. It differs but slightly from the preceding edition. It does include, however, fir and larch rules and rule for grading box lumber.

The fourth edition, 1921, of Bulletin No. 15-C, issued by the National Tube Co., Pittsburgh, is a storehouse of information for the Data File concerned with the oil well drilling industry. As is often the case with new or comparatively new inventions, it is again found that the Chinese were ahead of the rest of the world by a long lead, although not equalling the perfection of the

modern. The introductory article is illustrated with tools used by the Chinese for well drilling many centuries ago. The book, which is copyrighted, contains a rich fund of data on oil-drilling methods.

"Chucks and Their Uses," has just been issued by the Skinner Chuck Co., of New Britain, Conn., makers of chucks for over 30 years. The booklet begins with a history of chucks and their development, and offers authoritative information to the machinery buyer, salesman, student, apprentice and mechanic. Special librarians of manufacturing plants will find it fills a want.

The effect on a great many industries of the recent preference to coal movement has once more brought to public notice the inadequate condition of our public highways. Manufacturers are realizing their utter dependence on carriers—even for short hauls—in the absence of improved roads. A vast construction problem remains to be worked out involving a study of materials, local migration and engineering. A comprehensive outline for a traffic census by A. N. Johnson, Dean of the Engineering College, University of Maryland, is printed in the December number of Public Roads issued by the U. S. Bureau of Public Roads.

New grading rules for Western red cedar shingles, approved by both mills and wholesalers are printed in full in the February 1, 1921, issue of the West Coast Lumberman.

Massachusetts Child Labor Committee, 6 Beacon St., Boston, has issued a Handbook of Constructive Child Labor Reform in Massachusetts, 47 p. nar. 8.

The Institute of American Meat Packers has issued "Notes on S 3944, Federal Live Stock Commission Act, as it Passed the Senate January 24, 1921." 38p.

The Federal Trade Commission on February 21 issued a release entitled "Statistical Summary of the Paper and Pulp Industry for 1920." The entire release comprises 21 folios.

The annual report of the Oregon State Forester for 1920 is printed in West Coast Lumberman for February 15, 1920.

An interesting booklet showing various steps in the production of essential oils has been issued by M. B. Menasché, 44 Rambla de Cataluna, Barcelona, distillers of pure Spanish essential oils.

The February number of Burt's Box Bulletin, house organ of F. N. Burt & Co., Buffalo, N. Y., is especially interesting. It is a souvenir number devoted to the completion of thirty years of service for the Burt interests by their manager, Miss Mary R. Cass. When Miss Cass joined the firm there were six people on the staff; today there are 2,500 and the Burt Company is the largest paper box-making plant in the world.

Ice and Cold Storage Trades Directory for 1921 (Iliffe & Sons, Ltd., London) has just come to hand. It is a valuable handbook for all connected with the refrigerating industry.

Davidson Commission Co., 140 West Van Buren St., Chicago, has gotten out an informative booklet containing statistics on prices of various animal products such as tallow and lard, covering a period of eighteen years.

The 1920 "Export Register of the Federation of British Industries," published for that body by Industrial Publicity Service, Ltd., 4-7 Red Lion Court, London, E. C. 4, gives a comprehensive survey of the vast field of British industry. Lists of products, companies, firms and their agents, and of associations, are included.

After a suspension of five years, due to war conditions, the Manufacturing Perfumers' Association has again published its proceedings. The report of the 1920 convention is just out, and contains in 186 well-printed pages report of the proceedings, list of officers, committees and members and the constitution and by-laws.

Bulletin 23 of the Bureau of Business Research, Harvard University, is out. It con-

tains the results of investigations made to determine the cost of operating retail jewelry stores. The investigation was started at the request of the American National Retail Jewelers' Association in 1919, and has involved correspondence with more than 3,000 jewelry stores and tabulation of results shown by replies received from 251 stores. The charge for the Bulletin is \$1.00.

Edward R. Ladew Co., Inc., New York City, tanners and manufacturers of Hoyt's Flintstone Belting and other leather products, have issued two publications on belting, viz.: "The Proof Book" and "Ladew Leather Belting." The former is a compilation of the dependability of Hoyt belting and the latter is an 80-page catalogue describing the manufacture of Hoyt belting from the rough hides to the manufactured product. Belting rules and tables are given with a data sheet for analysis of belt drives for highest economy. Either or both will be sent on request.

Accommodations at Swampscott

The New Ocean House (Headquarters).

No single rooms will be available June 20th to 25th, and a minimum stay of five days must be booked by those applying for rooms here. These restrictions are made by the local committee that the greatest number possible may be housed at Headquarters. Prices granted us are about two-thirds regular rate, and same menu is given as during the season.

Two in a room, twin beds, private bath, each \$8.00 per day.

Four in two rooms, twin beds in each, both between, each \$8.00 per day.

Three in two rooms, twin beds and cot, private bath, each \$7.50 per day.

Six in two rooms, twin beds and cot in each room, private both between, each \$7.00 per day.

Eight in two very large parlor front rooms, twin beds and two cots in each room, bath between, each \$6.50 per day.

Two in a room, twin beds, without bath, each \$6.25 per day.

Two in a room, double bed, without bath, each \$6.00 per day.

Three in a room, twin beds and cot, no bath, each \$5.75 per day.

Cottage rooms for two, without bath, each \$5.50 per day.

HOTEL PRESTON

On the ocean, in residential section, one mile from headquarters. Free bus service included in rates.

Two in a room, twin beds, private bath, each \$8.00 per day.

Four in two rooms, twin beds in each, bath between, each \$7.50 per day.

Three in a room, twin beds and cot, private bath, each \$7.50 per day.

Six in two rooms, twin beds and cot in each room, bath between, each \$7.00 per day.

Two in a room, double bed without bath, each \$6.00 per day.

Single room, without bath, each \$6.50 per day.

HOTEL BELLEVUE

Fifteen minutes walk from headquarters.

Two in a room, with bath, each \$7.00 per day.

Two in a room, without bath, each \$5.50 per day.

The Willey House and cottages, nearer headquarters, will provide for one hundred persons.

Two in a room, without bath, each \$5.00 per day.

Two in a room, with bath, each \$6.00 per day.

Single room, without bath, \$6.00 day.

Private Houses. For those desiring to attend the conference at a minimum of expense, as many rooms will be provided in near-by private houses as may be desired. For these apply to Clarence E. Sherman, librarian, Free Public Library, Lynn, Mass. Rates: \$1.00 per night per person. Delegates in private houses may obtain special meals at New Ocean House cafeteria: Breakfast, 50c; Lunch, 75c; Dinner, \$1.00.

How to Make Reservations

Reservations should be made as soon as possible. Assignments will be made after April 10. For all hotel and cottage reservations write to American Library Association, care New Ocean House, Swampscott, Mass.

FACT INFORMATION IN BUSINESS

A Message to Special Librarians

In the organization and management of every business, statistical and fact information plays a most important part. Business executives must know the character and the location of the demand for the products made by their concern; they must know the sources for labor and raw materials; they must know credit and financial conditions, and a host of detailed facts about all current operations of the business. Fact information of all kinds must be salvaged from a wide variety of sources both inside and outside the organization. In proportion as this information is promptly received and accurately compiled the business will tend to prosper and the organization to function smoothly.

While the truth of the foregoing has always been recognized by successful business men, they have differed in the methods which they have employed to secure facts and statistics and to prepare such information for current use. In many cases there exists more or less adequate machinery for the initial collection of business data but the importance of organizing and preserving this material for future reference is not realized. Short-sighted policies in this respect have frequently resulted in financial loss to the company concerned.

The function of the business library, as I understand it, is to collect and to preserve data of value to the business executive and to so organize this information that it will be available for use with a minimum of delay. There can be no question of the value of such service to the larger business firms when the work is properly organized and the librarian in charge has a clear conception of the possibilities of his position. The statement that "knowledge is power" is as true for business as for the learned professions, and the business librarian who can make his service an integral part of his firm's organization may become a positive factor, both in the increase of profit and in the development of constructive business standards.

...*Herbert Hoover*